

# **LOCAL WORKFORCE INVESTMENT BOARD INTEGRATED SERVICE DELIVERY PLANS**

## **(EXECUTIVE SUMMARY)**

### **Introduction**

Each Local Workforce Investment Board (LWIB) submitted a local integration plan to help the twelve learning labs capture the design elements which they will use in modeling the new service delivery system. The integration plans reflect the parameters of the State's draft policy on service delivery. The State is using the local integration plans to assess the progress of the integration effort, determine if the learning labs are on target to pilot the new delivery system by July 1, 2008; identify potential barriers to implementation, provide technical assistance as necessary; and to showcase ideas and efforts that are enabling learning labs to achieve an especially effective and efficient implementation of new service delivery systems. Ultimately, these planning efforts and experiences are intended to serve as the foundation for statewide implementation of an integrated service delivery system.

### **Local Workforce Investment Board Involvement**

Participants introduced the California Integrated Service Delivery Initiative to their LWIBs in late summer and early fall of 2007. The LWIB's initial response to the integrated service plan is favorable. Participants will provide updates to their Local Boards at regularly scheduled meetings. Overall, the LWIBs appear to be engaged in implementing a demand driven, skill based integrated service delivery model for the local One-Stop Career Center system. Some of the LWIBs had questions or comments about the plan. LWIBs expressed concerns about the lack of resources attached to the project, the current state of Workforce Investment Act (WIA) funding, federal rescissions, and the lack of movement on WIA reauthorization. Another LWIB voiced concern that the integration service delivery system may result in the WIA program taking on more responsibility (including current EDD responsibilities) without a corresponding funding increase, and the new system may affect the One-Stop Career Center's ability to demand and expect an exceptional level of customer service. Another comment was centered on the need for waivers.

### **Partners/Leadership Teams**

All of the LWIBs indicate they have secured the interest and participation of One-Stop Career Center partners. Areas report their leadership teams include both One-Stop mandatory and other partners. Although the number of teams developed to implement the learning labs vary from area to area (three to seven), each of the ten LWIBs responding indicate the teams are responsible for planning and implementing specific integration processes and service flow design elements. Most areas describe functional staffing based on the functional areas of intake and assessment, skill development, and employment.

### **System Documents**

Most areas responded they will change language, statements of work, and resource sharing elements in their Memoranda of Understanding (MOU), agreements and contracts to reflect

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the integrated service delivery model. In general, areas will revise or amend existing MOUs, contracts, and agreements. Three of the LWIBs reported they plan to develop a memorandum of operation with EDD. Areas report they hope to execute the necessary agreements by the July 1, 2008 target date, but expressed concerns about lengthy approval processes.

### **Labor Market/Workforce Intelligence**

Areas will use a variety of labor market tools to assess the local economy and employer needs. The majority of the respondents indicate they have in-house labor market analysts to provide the needed data. Most of the areas cite they will use published data for their analysis and conduct further validation through employer outreach. The LWIBs will use the data to identify skill gaps and to work with educators and training providers to develop relevant curriculum. In addition, they will develop strategies to meet the needs of employers. The LWIBs indicate the service design model will ensure qualified job seekers are provided with employment opportunities that best match their skills. The areas report they have or plan to reconfigure their office space based on a functional design. A majority of the areas have or plan to develop comprehensive training on new tools and systems for all One-Stop staff and partners. Several areas plan to develop or update manuals for the new functional teams.

### **Service Design/Services**

The LWIBs specify their services design will assure a consistent menu of services at all of their One-Stop Career Centers. All areas provided a list of their One-Stop Career Center locations and other service points that will provide integrated services.

### **Reporting Systems**

The areas indicate that they chose reporting systems that will collect the full range of data required across all the integrated programs and ensure all customers are registered in the performance calculation of specific One-Stop Career Center programs. Data will be uploaded to the Job Training Automation (JTA) system for reporting in compliance with federal and state reporting requirements. Areas are somewhat divided in which "reporting" option they chose. Four will use Option 1, a combination of CalJOBS<sup>SM</sup> (and the associated subsystems) and the JTA system. Two areas will use Option 2, a locally developed system that will upload data to JTA in accordance with federal and state reporting requirements. This local reporting system must provide for collection of the full range of data required across all the integrated programs. Four will use Option 3, a combination of CalJOBS<sup>SM</sup> and a locally developed client management system. Two areas have not determined which of the three system approaches they will utilize. One area mentioned they will use the State's Program Activity Support System (PASS); however, it is our understanding that PASS will no longer be supported by the State.

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### **Performance**

Five LWIBs are discussing performance goals, including negotiations on common performance goals, waivers, and establishment of a baseline year. They are looking at negotiating Program Year 2009-10 goals based on ongoing data analysis, including anticipated changes to the common customer pool.

### **Skill Assessment/Skill Enhancement/Employer Requirements**

The LWIBs are at various stages in their efforts to develop the three types of services to customers. All twelve of the areas are developing initial, standardized assessments. Most areas indicate the One-Stop Career Center will provide an assessment and initial service plan during the welcome phase. The center will offer more comprehensive assessments as the customer moves through the integrated system. The areas have designed a wide range of skill enhancement products. Areas are using several approaches to attach One-Stop Career Center customers to the labor market by responding to employer qualifications. Areas plan to use labor market intelligence, labor market information, including employer contacts to determine employer requirements. Two areas state they plan to verify a candidate's job skills. Areas have not made a final decision in which assessment tools they will use. A few areas indicated they are waiting on the State's recommendation. The most popular assessment tools identified are Prove IT! and O\*NET. Areas chose the tools based on format availability, administration time, ease of use, cost effectiveness, test purpose, test reliability, test validity, fairness, literacy level, and the availability of it in other languages. Most of the areas are working with labor market information, including employer surveys and questionnaires, to determine employer skill requirements. The LWIBs will use skill enhancement products, including On-the-Job Training (OJT) and customized training, to prepare candidates for referrals.

### **Supervision/Management**

The majority of LWIBs plan to use WIA and the Employment Development Department (EDD) for functional supervision and staffing. Three areas will have WIA/EDD co-management and functional staff assignments with no distinction between agencies. One area indicates EDD will manage programs and services that will become part of the integrated system. Two areas state standard responsibilities for the management and supervision will be unchanged. In general, management and supervision will continue to support their individual fiscal and human resource responsibilities, but staff will work as functional teams.

### **Functional Teams**

Areas cited various challenges encountered during the planning process, mainly staffing levels, budget constraints, staff capacity, and the lack of automated system tools. The LWIBs are looking to the teams to identify customer service improvement needs and problem resolution, as well as staff and customer feedback. Most of the functional teams will provide

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services determined by customer needs, not by program requirements. Six areas described their methodology in building teams to promote the services of the One-Stop Career Centers in the local community. Areas chose individuals from EDD, WIA and various partners to staff the employer services team. They chose members for the employer services team based their expertise and experience. Primarily, areas plan to build relationships with the local employer community by conducting outreach, participate in job fairs, job order and referral services, on-site and targeted recruitment services, and participation in a variety of employer associations.

### **Benchmarks**

The methodology used to identify benchmarks to validate if the learning lab has successfully shifted to the integrated service delivery model share several common rudiments. Areas are using staff and customer input, focus groups, common performance measures, current evaluation and elimination of obsolete measures to identify benchmarks. Indicators to be compared are: total enrollments, volume of service usage and type of service, number of return visits, customer satisfaction/feedback, entered employment rates, wage level, job retention, fallout rate, service duration, number of job orders, job matching rate, usage of OJT, work experience, customized training, hiring events, job fairs, rapid response activities, cost per customer, employer outreach activities, and if the integrated data collection system meets the needs of end users. Areas will use the benchmarks or indicators to evaluate the new system by comparing learning lab data to prior year data, pre and post practices, as well as comparing customer satisfaction surveys to prior years. . In addition, the indicators will help measure the success of common management/leadership between Wagner-Peyser and WIA systems, the common data system, and the One-Stop Career Center's relevancy to business and job seekers in meeting their changing needs.

### **Status Summary**

In summary, all the LWIBs are moving forward in their efforts to implement the integrated service delivery plan with the support of their Local Boards. There are challenges, primarily concerning staffing levels and budget; however areas are working to resolve or overcome any difficulties. Implementation of the demand-driven, skill-based, integrated service delivery model for California's One-Stop Career Center system appears to be on target.